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25 August 1971

25X1 Mr. Coffey via Mr. Wattles



SUBJECT: Inspector General's Report of Survey of the Office of Personnel

1. Attached is the first OP progress report concerning the nine (9) recommendations requiring follow-on action by that Office.

2. Work continues on:

Recommendation No. 3 -- (Establish a more definitive plan which will identify academic skills needed to provide a balanced staff and require SP careerists undergoing training to take those courses most needed by the Office of Personnel). Thirteen (13) academic courses have been selected by the Office of Personnel as being those which will provide the basic foundation for professional personnel officers. Grade 12, 13 and 14 officers have been asked to submit training needs in Development Gap sheets. Gap sheets list assignment and training requirements which OP careerists should next receive, as determined by supervisors and the Career Board. Later, Gap sheets will be prepared for all professionals. Individual academic and assignment needs will be pinpointed by Gap sheet data.

Recommendation No. 4 -- (Plan and initiate an internal Office of Personnel training program for new careerists, designed to give such careerists a knowledge of fundamental skills and of the Office of Personnel).

The Office of Personnel is developing a more structured program for training not only new careerists but for all careerists. Maximum participation in the training sessions is a goal; five (5) topics have been selected as illustration of type of the activity possible; arrangements and objectives keyed to specific purposes will be discussed with division chiefs and representative careerists in further development of the plan.

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Recommendation No. 11d -- (Seek professional advice in planning and submit a proposal for improving the decor of the ☐ No specific progress reported other than "work is continuing."

3. The Director of Personnel asks that you accept as final action the attached work on Recommendations 5d, 9 and 16.

Recommendation No. 5d -- "Study to determine feasibility of conducting all recruiting on a TDY basis from Headquarters."

The study is hypothetical but facts and factors cited suggest that there would be no advantages in either efficiency or economy in conducting all recruiting on a TDY basis from Headquarters and that a change to such method would not be feasible. The study has as a main argument a simulated 8 day recruiting trip. It does not appear to be strong enough unless some representative TDY travel is actually made. It would appear that advance scheduling of appointments and follow-up from Headquarters could cover a far greater area than the simulated 8 day trip. Also, there are holes in the simulated travel voucher, e.g. weekend per diem; assumption that use of rented car instead of plane travel -- intercity is required and retention of rented car over weekend (no travel) for example. Perhaps an actual voucher submitted by the coop coordinator/recruiter could be used as a comparison.

I would also question the use of figures showing recruitment by State of permanent residence rather than where actually recruited.

In short, I don't believe this is a fair, unbiased study which can be defended to Colonel White. I do not recommend your approval of the present study.

Recommendation No. 9 -- "Prepare a paper directing Selection Branch personnel to visit operating components on a scheduled basis." The paper is attached. Recommend it be accepted.

Recommendation No. 16 -- "Perform a study of the workload demands upon the Central Processing Branch subsequent to overseas personnel reduction programs, such as BALPA and OPRED, to determine the manpower needs of the Branch." The study is attached. Recommend your approval.

4. In regard to Recommendation No. 8 -- "Prepare a paper recommending turnover to the Deputy Director for Plans the responsibility for continuation of the civilian reserve program for DDP personnel and discontinuing remainder of this program." The Director of Personnel has attached a draft memorandum to Executive Director-Comptroller to accomplish this purpose. Recommend your approval.

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25X1 5. Action on Recommendation No. 11c -- "Prepare a paper directing Chief, Clerical Staffing Branch to canvass all components of the Agency annually for unclassified work to be performed by clerical employees in process at [] is in the form of a draft of a proposed Headquarters Notice to accomplish this. Recommend your approval.

6. On Recommendation No. 14 -- "Initiate prompt action to establish a system ensuring positive and continuous control and location of all Official Personnel Files," the Director of Personnel proposes to change [] "Control and Loan of Official Personnel Folders" to require that all folders be picked up in person by Headquarters based personnel and hand-carried to and from OP and between officials. A draft HN is attached effecting this change and a draft Office of Personnel memorandum to all Personnel officers and Support officers implementing the change is also attached. Recommend your approval.

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7. Provided you approve the above, the status of the recommendations made by the IG re the Office of Personnel currently as follows:

a. Recommendations on which action was completed, disapproved or otherwise settled in the first reply to the Executive Director-Comptroller: TOTAL 13 (Nos. 1, 2, 5a, b, c, 6, 10, 11a, b, 12, 13, 15, 18)

b. Recommendations on which action is completed by the current submission: TOTAL 5 (Nos. 8, 9, 11c, 14, 16)

c. Recommendation on which Office of Logistics has action: TOTAL 1 (No. 17--reply due 3 September)

d. Recommendations on which OP action is uncompleted: TOTAL 4 (Nos. 3, 4, 5d, 11d)

8. I will draft memorandum to the Executive Director-Comptroller on your concurrence with this paper.

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